



**Bradley University Senate
Third Regular Meeting of the 2018-2019 Senate**

3:10 p.m. – 5:00 p.m., November 15, 2018
Michel Student Center, Ballroom A



MISSION:

Bradley University empowers students for immediate and sustained success in their personal and professional endeavors by combining professional preparation, liberal arts and sciences and co-curricular experiences. Alongside our dedication to students, we embrace the generation, application and interpretation of knowledge.

Agenda

I. Call to Order

II. Senate Resolution in honor of Senator Susan Brill De Ramirez and Antonio Ramirez Barron's passing

Whereas our friend and colleague Caterpillar Professor of English Dr. Susan Berry Brill de Ramirez and our friend and colleague Technology Support Specialist for Learning Design and Technology Antonio Ramirez Barron have been taken unexpectedly and are no longer on this earth with us;

Whereas Susan and Tony were intensely devoted to life, curious about the world, and deeply committed to understanding that world better;

Whereas Susan and Tony worked tirelessly to support our students, our colleagues, and all of us;

Whereas Susan brought an intensity to our conversations and Tony a calming quietness to our conversations;

Whereas that intensity in Susan and that quiet humility in Tony complemented and fulfilled each other;

Be it resolved by this University Senate, as representatives of our Bradley community, on this 15th day of the month of November in the year 2018, that we miss them;

Be it resolved that we thank, honor and commemorate them for their love and support of each other and their family, their love and support of our students and our colleagues, and their love and support of this University;

And be it resolved that we honor and commemorate their efforts to make the Bradley community and the world better, more humane, and more just places.

III. Approval of Minutes

[Second Regular Meeting of 2018-2019 Senate Minutes, Oct. 18, 2018](#)

IV. Reports from Administrators

A. President Roberts

V. Report from Student Body President Mikki Tran

VI. [Consent Agenda](#)

VII. Handbook language change mostly due to reorganization,

Handbook changes due to recent administrative changes

Page 2

3. University Administration

The officers of administration who report directly to the President of the University are the Provost and Vice President for Academic Affairs, the ~~Vice President for Business Affairs~~ [Chief Financial Officer](#), the Vice President for Advancement, the Vice President for Student Affairs, ~~and the Director of Athletics~~ [Vice President for Intercollegiate Athletics](#), the ~~Associate Vice President for Marketing & Communications~~ [the Vice President for Enrollment Management](#), the ~~Vice President for Legal Affairs and General Counsel~~ [and the Chief of Police](#)

Formatted: Font color: Red

Formatted: Font: 12 pt

Page 24

9. The Committee on University Resources

The Committee on University Resources shall consist of seven members. Five members shall be appointed by the Executive Committee of the Senate, two of whom shall be chosen from among those whose training and experience are in areas relevant to the Committee. One shall be appointed from the staff of and by the ~~Vice President for Business Affairs~~ [Chief Financial Officer](#). One shall be a student appointed by the Student Senate.

Page 27

14. The Committee on Affirmative Action

The Committee shall be composed of nine members. Six members shall be appointed by the Executive Committee subject to approval by the Senate, one of whom, a Senate member, shall be designated as Chairperson. One member shall be appointed by the Provost and Vice President for Academic Affairs and one member by the ~~Vice President for Business~~ [Vice President for Legal Affairs](#). One member shall be a student selected by the Student Senate. Appointments are for three-year renewable terms with staggered terminations.

Page 29

17. Strategic Planning Committee

A representative from Business Affairs appointed by the President in consultation with the ~~Vice President for Business Affairs~~ [Affairs Assistant Vice President for Budget and Planning](#);

Page 108

3) Process of Formulation and Implementation of Plan for Adjustments and Retirements

The preparation of the plan shall be the responsibility of the Provost and Vice President for Academic Affairs, but shall be formulated in consultation with the ~~Vice President for Business Affairs~~ [Chief Financial Officer](#), the Vice President for Advancement, the Deans of the Colleges and the Graduate School, and such other administrative officers deemed appropriate; the Provost and Vice President

Page 109

4) Appeals by Affected Academic or Administrative Units

Units affected by the plan may request reconsideration by an Appeals Committee comprised of the President, who shall serve as Chairperson, the Provost and Vice President for Academic Affairs, the ~~Vice President for Business Affairs~~ [Chief Financial Officer](#), the Vice President for

Advancement, and two persons selected by the [Executive Committee of the Senate](#) and approved by the Senate. The following procedures shall apply:

Page 109

G. Procedures for Responding to Emergency Events

The President of the University shall have primary responsibility for responding to the emergency. Should the President be unable to act, responsibility shall devolve in the following order: Provost and Vice President for Academic Affairs, ~~Vice President for Business Affairs~~ [Vice President for Legal Affairs and General Counsel](#), [Vice President for Student affairs](#), ~~Vice President for Advancement, and thereafter the Associate Provosts~~;

Page 194

6. Commercialization of University Owned IP

Patent applications must be filed in a timely manner, or the owner may lose patent rights. Patent applications for University-owned discoveries and inventions are coordinated through the ~~Vice-President for Business Affairs~~ [Vice President for Legal Affairs and General Counsel](#) Office in conjunction with the Associate Provost for Research. Patent-related legal expenses are the responsibility of the University.

VIII. Interdisciplinary Activities and programs, C&R subcommittee

Goal #2:

Objective 2. Enable the growth of interdisciplinary activities and programs at Bradley University. Item

Item 1 new ad hoc committee to explore barriers to the development of interdisciplinary programs

Motion – Create a C&R subcommittee to explore barriers to the development of interdisciplinary programs

IX. ARC recommendation for exit interview

Begin forwarded message:

From: Vince Showers <ves@fsmail.bradley.edu>
Subject: Exit Interview Form Changes Proposed by ARC
Date: October 29, 2018 at 11:29:39 AM CDT
To: Ahmad Fakheri <ahmad@fsmail.bradley.edu>

Hello Ahmad,

The Admissions & Retention Committee was asked by the Interim Associate Provost, Molly Cluskey, last year to examine possible changes to the Exit Interview Survey. Attached is the final draft of our proposed survey. This was sent to Student Support Services & the Associate Provost last Spring, but as discussed with you at our ARC meeting of 10/22, it was not sent to Senate Exec. Making us aware of the fact that a Senate Committee should send its proposals to Senate Exec and in light of the current retention issues at Bradley, we are now submitting our proposal to Senate Exec for review.

The proposed changes focus on the Committee's desire for more detail on why a student was leaving Bradley. We felt the changes & additions in our proposed survey, along with combining information gathered from the SSC resource, would help identify any trends or specific concerns that could possibly be addressed to aid in improving future retention rates. The proposed Exit Interview Survey is similar to the current Exit Interview Survey (also attached), with the following exceptions:

1. reworded the question on "why not returning" with greater space for the open response
2. reworded the question concerning "involvement" with a Likert-type response & an open response

3. reworded the question for how satisfied with BU to expand on the yes vs no response, again with greater space for the open response.
4. Added a question asking what made them attend Bradley.

While the survey is now 2 pages, much of that is because we provide more space for responses. Essentially, the only additional question is to get a perspective of what made them choose Bradley so we (& the student when answering) can reflect on how things are possibly different now at BU.

Also, the Committee generally felt it would be best if someone within the College from which the student was majoring (1st major) could contact the student, if resources are available. If resources are an issue, perhaps a sharing of responsibilities between the Deans' Offices and Student Support Services could help resolve this concern.

The Committee appreciates the Senate's review of our proposal and its comments.

Thanks,
Admissions & Retention Committee

Vince Showers
Professor of Quantitative Methods
Director of Actuarial Science Business
Foster College of Business
Bradley University
309 677-2291
ves@bradley.edu
www.bradley.edu/business

ARC Proposed Exit Interview Form



Exit Interview with Students Not Returning Next Semester-ARC DRAFT

Conducted by the Center for Student Support Services

Student Name: _____

Student ID # _____

Student Major _____

What attracted you to attend Bradley University? _____

What made you decide to leave Bradley University? _____

How satisfied were you with your Bradley experience? Please circle one below.

Very Satisfied Somewhat Satisfied Somewhat Dissatisfied Very Dissatisfied

Please explain: _____

How involved were you on campus with student organizations and activities? Please circle one below:

Very Involved Somewhat Involved Not Much Involved Not involved at all

Please explain: _____

Do you plan on returning? Please explain: _____

Who have you spoken with about your decision to leave? _____

Total credit hours to date: _____

Are you living in a Residence Hall: Please circle one or the other YES NO If yes, where? _____

Are you currently enrolled in classes for next semester? Please circle Yes or No: Yes No

Contact Address: _____

City/State: _____ Zip: _____

Contact Phone: _____

Student Signature (if in person):: _____

Exit Interviewer: _____ Date _____

This student is a major in your college. Please forward this to the appropriate department. If you have additional comments or questions about this student please contact:

**Anne Hollis, Executive Director
Center for Student Support Services
Sisson Hall 101 (309) 677-3658**

Exit Interview Form



Exit Interview with Students Not Returning Next Semester
Conducted by the Center for Student Support Services

Student's Name: _____ Student's ID#: _____

Academic Advisor(s): _____

Major: _____ Minor: _____

Who on campus have you spoken with about your decision to leave? _____

Total credit hours completed to date: _____ Year student entered BU: _____

Reason for not returning: _____

What organizations/activities was the student involved in? _____

Was the student satisfied with his/her experience at BU? Yes No

If No, please explain: _____

Does he/she plan to return to BU in the future? Yes No If yes, when? _____

Is he/she in a Residence Hall? Yes No If yes, where? _____

Is he/she currently enrolled for classes next semester? Yes* No

(*Encourage student to drop classes) Yes

Contact Address: _____

City/State: _____ Zip: _____

Contact Phone: _____

Student: _____ Date: _____

Exit Interviewer: _____ Date: _____

****This student is a major in your college. Please forward this information to the appropriate department. If you have additional comments or questions about this student, please contact:**

**Anne M. Hollis, Executive Director
Center for Student Support Services
101 Sisson Hall 309-677-3658**

X. Old Business

Continued discussion of Bradley's Future, Demographics and Retention Challenges and their impact going forward

XI. New Business

XII. Adjournment

Minutes

Formatted: Font: Bold



**Bradley University Senate
Minutes of the
Second Regular Meeting of the 2018-2019 Senate**

3:10 p.m. – 5:00 p.m., October 18, 2018
Michel Student Center, Ballroom A



MISSION:

Bradley University empowers students for immediate and sustained success in their personal and professional endeavors by combining professional preparation, liberal arts and sciences and co-curricular experiences. Alongside our dedication to students, we embrace the generation, application and interpretation of knowledge.

Agenda

XIII. **Call to Order**

XIV. **Announcements**

XV. **Approval of Minutes**

[First Regular Meeting of 2018-2019 Senate Minutes, Sep. 20, 2018](#)

Minutes approved.

XVI. **Reports from Administrators**

A. President Roberts

Apologies for missing last month.

Updates:

- Construction: is on schedule and under budget. Still scheduled for last week in July move in and Jobst tear down in early September.
- WCBU: Proposals have been received from Illinois State and The University of Illinois...but it's complicated with FCC and Corporation for Public Broadcasting approvals. There's still a lot to be worked out.
- Leadership team in place: Erin Kastberg here effective June 1 as General Counsel and Vice President of Legal Affairs. Demetrius Carmicheal is Assistant Vice President for Budget and Planning as of July 1. Pratima Gandhi is new Chief Financial Officer.
- Budget issues: Discussion deferred to end of meeting.

B. Senior Vice President of Academic Affairs and Provost Zakahi

- Strategic Planning Committee: continues its work on criteria for program prioritization – slower than expected...But outreach is hoped to start before end of Fall semester. It is not shared now in order to be thoughtful and will be shared.
- Training for sexual discrimination, harassment and violence: November 1 will be the start of online access for training around sexual discrimination, prevention of harassment and violence. Goal to complete before start of Spring semester 2019. There are modules of 40 minutes each for discrimination and harassment and one for sexual violence. ... There is also a module on Child Abuse reporting (required by State of Illinois because we are all mandatory reporters), and on Data Security – these will be slated to be completed by April 1.
- Interdisciplinary programs: The strategic plan calls for increased focus on interdisciplinary programs...He has asked Bill McDowell (Turner school) to act as Special Assistant to the Provost for Convergence Issues for the campus as a whole. Steve Dolins (Computer Science), Matt McGowen (Entrepreneurship, Technology, and Law), and Gary Lin (Industrial and Manufacturing Engineering and Technology) are working on an interdisciplinary degree in Data Science -- shared courses with each area having a concentration. They are examining where there are Staffing resources that would benefit this program. A Shared appointment can allow us to avoid growing 3 similar programs by pooling

resources, and thus provide a chance to grow a degree program that draws on all 3.

- The Provost will also be following this process in order to see the impediments to creating such programs on campus such as appointing faculty across programs, and getting courses developed.
- Defers to end of meeting to discuss student enrollment issues.

Questions

Senator Leach asked if ideas that emerge in this process will be shared.

Provost Zakahi answered that Steve Dolins can report what's learned to the college.

XVII. **Report from Student Body President Mikki Tran**

- Student elections have filled 4 seats and the Student Senate is still looking for 4 Senators. Academic Senators are almost filled. Speaker of the assembly elections will open for applications next week.
- Halloween event "Costume of Culture" – a discussion about cultural appropriation in costumes.

XVIII. [Consent Agenda](#)

Nothing this month.

XIX. **Unfinished Business**

i. **Joint Appointments Policy - March 6, 2017**

The contractual arrangement committee drafted in 16-17 academic year

Recommended placement

Part II Faculty,

B. Faculty Appointment Status

1. Appointments

Appointments to the faculty of Bradley University are made on one of the following bases:

- a) Full-time position(s) eligible for tenure.

Procedures and criteria for appointment, evaluation, tenure, promotion, and dismissal are found in the other sections of this chapter of the Faculty Handbook.

1) Academic Ranks

Lecturer

....

...

2) Probationary Appointments

- a) Probationary appointments may be for one year, or for other stated periods, subject to renewal. The total period of full-time service prior to the acquisition of continuous tenure will not exceed seven years. No person shall lose or gain any tenure rights on a part-time appointment or while on leave of absence.

.....

3) Joint appointments

Faculty members holding a joint appointment will have responsibilities in multiple units, but one academic department must be designated as primary. Prior to offering a joint appointment, all units must agree upon a strategy for assigning the faculty member's office location(s), research space(s) (if applicable), and workload (teaching, research, and service expectations within all units), the proportionate funding strategy for faculty development activities, the assignment of indirect cost sharing, and a process for conducting annual evaluations and making tenure and promotion decisions. The Provost and Senior Vice President for Academic Affairs must approve the written plan prior to offering the first contract associated with the joint appointment. If changes need to be made to the agreement, the faculty member, the chair(s), and the Dean(s) must agree upon the changes and the Provost and Senior Vice President for Academic Affairs must approve the revised plan. Whenever a new chair(s), dean(s), or Provost is selected, any standing agreement(s) remain(s) in effect unless changed by mutual agreement of all parties.

Motion: to adopt language on joint appointments was made at last meeting:

Discussion:

Motion to modify: Adjustment to language on joint appointments to change the “primary obligation” language to a “shared obligation”

Senator Wiley asks for a motion for this adjustment..

1st Senator Bukowski; 2nd Senator Matista

Discussion:

Dean Bakken: If no department is named how will tenure move forward?

Motion to allow Ed Lamoreaux to speak

1st. Past President Timm; 2nd Senator Leach

Ed Lamoreaux: Front end negotiation of the terms of the appointment is recommended. Wants to avoid the idea of designating a primary department. The joint appointment should be total. Wants to remove the burden of preference from the appointee.

Senators Frazier, Leach, Brill de Ramirez, O'Brien, and Huberman spoke in support of Ed Lamoreaux.

Concern was raised about the need for language to be added – such as “discussions need to occur” (Dean Bakken), but others felt the language already encompassed this.

Concern was raised about how student grievances would be handled (Senator Bosma); the Provost stated it would be logical to go to the chair in the department the course is in.

Vote on motion to modify language remove the word “primary” from the language Motion approved.

Vote on motion to adopt Joint Appointments policy.

Motion approved.

ii. ARB Language for the Handbook.

Recommended placement

I. UNIVERSITY GOVERNMENT

E. Bradley University Senate Constitution.

ARTICLE V - COMMITTEES

.....

17. Strategic Planning Committee

1. The function of the Strategic Planning Committee shall be:

.....

18. Academic Review Board

1. The function of the Academic Review Board shall be to:

- a. Make decisions, and report said decisions to the Provost, in following three areas:
 - i. Reinstatement of undergraduate students who have been academically dismissed from the University.
 - ii. Waivers of University graduation requirements on a case by case basis.
 - iii. Academic Forgiveness Policy.
- b. Meet to review student petitions as needed to meet academic deadlines for reinstatement and graduation.
- c. Summarize and report petition trends and committee decisions to the Provost.

2. The membership and roles of the ARB committee members shall consist of the following:

- a. Two tenured faculty members from each academic college appointed by the Dean and 1 representative from the Division of Student Affairs appointed by the Provost in consultation with the Vice President for Student Affairs to serve a term of 3 years renewable. Terms should be staggered to ensure continuity on the committee.
- b. Ex Officio nonvoting members: Associate Provost, an associate Dean selected in consultation with the Council of Deans
- c. Committee members elect the Chair from the faculty members of the committee to a term of 3 years renewable.
 - i. The Chair receives petitions, calls committee meetings, documents and stores committee minutes and committee decisions, and keeps student forms and meeting dates current on the Registrar's web page.

3. Appeals of decisions of the Committee rendered under 1, above, are made to the Provost. If, upon appeal, the Provost rejects a decision of the Committee, the reasons for doing so will be reported to Committee. At the request of the Committee, the Provost will meet with the Committee to explain the reasons for overriding its decision. Thereafter the Provost will notify the petitioner of the decision.

Motion to include language about Academic Review Board into the Handbook was introduced in the last meeting

Discussion: none.

Motion approved

Handbook Changes - (attached) The Tenure, Promotion and Dismissal Committee

Starting on page 85 Revision 2.15a – April 19, 2018

f. Tenure and Promotion Decisions at Bradley

1) Tenure

The probationary period provides a period during which a department reviews the performance of a faculty member in terms of its established criteria. When a faculty member is appointed to a tenure-track position, the department judges this individual to possess the potential to attain tenure and promotion. Each year through the annual review process, the department assesses the faculty member's progress toward achieving this goal. The annual review provides a formal statement regarding the faculty member's professional performance. Accordingly, these evaluations shall be discussed in a timely manner with each faculty member. Therefore, all faculty know on a yearly basis whether they are making progress toward tenure. Each positive annual review strengthens the presumption that this faculty member will be granted tenure.

The probationary period is six years. During a faculty member's sixth year, the Department makes a decision on tenure, based on the total of all present voting members.

Abstentions should be rarely used during the Tenure and Promotion process at the departmental level as they make an evaluation of the faculty member's progress toward tenure difficult. Although an abstention does not have an effect on the outcome of the vote, abstentions without justification may be negatively interpreted as a dissenting vote. Therefore, justification of the abstention(s) is to be included in the documentation supporting the review and decisions of tenure and or promotion.

The criteria used to evaluate the faculty member are:

.....

Pages 95 and 96 Revision 2.15a – April 19, 2018

3. Tenure, Promotion, and Dismissal Committee Operating Procedures

m. The Committee shall submit in writing its recommendations concerning the case to the President and to the faculty member. ~~The Committee shall request a written statement from the President regarding a rejection of its recommendations.~~ **If the President chooses to reject the Committee's recommendations, the President shall provide the Committee with a statement detailing the reasons for rejecting the recommendations.**

n. While the President will normally defer to the primary authority of the departmental committee in tenure, promotion and renewal decisions, the

Formatted: Font: 11 pt, Font color: Text 1

Formatted: List Paragraph, Indent: Left: 0.25", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 13 + Alignment: Left + Aligned at: 1.25" + Indent at: 1.5"

Formatted: Font color: Text 1

Formatted: Font color: Text 1

Formatted: Indent: Left: 0.25"

Formatted: Indent: Left: 0.25", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 13 + Alignment: Left + Aligned at: 1.25" + Indent at: 1.5"

President will have greater discretion in cases when there are closely split votes, when there are procedural issues or questions concerning the adherence to the tenure and promotion guidelines as set out in a departmental or college tenure and promotion policy or in the Faculty Handbook, or when there is evidence of serious misconduct by a faculty member.

o. When discrimination on grounds of race, color, age, religion, sex, or national origin is alleged, the faculty member may consult with the Equal Employment Opportunity/Affirmative Action Office.

p. Every reasonable effort will be made to conclude the Committee's proceedings and to make a recommendation to the President within 45 days after the matter has been formally submitted to the committee. This time period shall not include University holidays and times when the faculty are not under contract, such as during the summer.

Formatted: Indent: Left: 0.25", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 13 + Alignment: Left + Aligned at: 1.25" + Indent at: 1.5"

Formatted: Indent: Left: 0.25", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 13 + Alignment: Left + Aligned at: 1.25" + Indent at: 1.5"

Motion to adopt Handbook language changes regarding Tenure, Promotion and Dismissal was made in last meeting

Discussion:

Concerns included unclear language regarding "Closely split" decisions, and "Greater discretion." Concerns also were expressed that the language is undermining the entire function of the committee by saying what TP and D says doesn't matter.

Motion to refer to committee: 1st Senator Bosma; 2nd Past President Timm
Parliamentarian: McCasey – can't discuss if this is referred to committee.

Motion to refer rescinded.

Discussion continues...

Motion to allow Ed Lamoreaux to speak: 1st Senator Wiley; 2nd President Fakheri indicated he already had been permitted.

Ed Lamoreaux: The policy says the president can agree or disagree only. The President must not abdicate decision-making responsibility.

Other concerns raised by members included:

- Phrasing and placement, for example:
 - split point M into 2 points;
 - instructions should state that faculty member and committee should be informed;
 - discrimination issue should be in point B;
 - point P can be incorporated into point M.
- The committee's responsibility should be clearly separate from president's.
- The language should specify that president should communicate to both committee and faculty member.
- Abstention language is problematic.
- Clarification of "those present" phrase as this pertains to "proxy" voting.

Motion – to refer to committee: 1st Senator Bosma; 2nd Past President Timm
Motion approved.

iii. [Item from Affirmative Action](#)

<https://www.bradley.edu/legal/nondiscrimination/>

Bradley University is committed to a policy of non-discrimination and the promotion of equal opportunities for all persons regardless of age, color, creed, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, gender identity and expression or veteran status. The university is also committed to compliance with all applicable laws regarding non-discrimination, harassment and affirmative action.

Handbook changes

Page 4 Revision 2.15a – April 19, 2018

Bradley University is committed to a policy of non-discrimination and the promotion of equal opportunities for all persons regardless of age, color, creed, disability, ethnicity, ~~gender, gender identity and expression~~, marital status, national origin, race, religion, ~~sex~~, sexual orientation, ~~gender identity and expression~~ or veteran status. The University ~~is also~~ ~~is~~ committed to compliance with all applicable laws regarding non-discrimination, harassment and affirmative action.

Formatted: Font: 12 pt

Formatted: Font: 12 pt

Page 27

(b) protecting individuals from discrimination and harassment based on age, color, creed, disability, ~~ethnicity, marital status, national origin, race, religion, sex, sexual orientation~~, ~~gender identity and expression~~ or veteran status.

Formatted: Font: 12 pt

Formatted: Font: 12 pt

Formatted: Font: 12 pt, Font color: Custom Color(RGB(91,79,76))

Page 93

11) When discrimination on grounds of age, color, creed, disability, ethnicity, marital status, ~~nationality~~, ~~national~~ origin, race, religion, sex, sexual orientation, ~~gender identity and expression~~ or veteran status is ~~formally~~ alleged, the petitioner may consult with the Equal Employment Opportunity/Affirmative Action Office;

Formatted: Font: 12 pt

Page 96

n. When discrimination on grounds of ~~race~~, ~~age~~, color, ~~age~~, ~~creed~~, ~~disability~~, ~~ethnicity~~, ~~marital status~~, ~~national origin~~, ~~race~~, religion, sex, ~~sexual orientation~~, ~~gender identity and expression~~ or ~~national origin~~ ~~veteran status~~ is ~~formally~~ alleged, the faculty member may consult with the Equal Employment Opportunity/Affirmative Action Office.

Formatted: Font: 12 pt

Page 98

A student non-academic grievance refers to a case when a student claims practices which deny or restrict his/her access to or participation in course offerings; sexual harassment, ~~racial discrimination~~ and/or any violation of the University Non-Discrimination Policy, or any other act by a University faculty member that ~~is derogatory or discriminatory in nature~~, ~~violates the University Non-Discrimination Policy~~

Formatted: Font: 12 pt

Page 104

(2) governing policies on making appointments without prejudice with respect to ~~race, sex, religion, or national origin~~, ~~age, color, creed, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, gender identity and expression or veteran status~~, the allegation will be given consideration.

Formatted: Font: 12 pt

Formatted: Font: 12 pt

Formatted: Font: 12 pt

Formatted: Font: 12 pt

Motion to adopt non-discrimination policy revisions as indicated above was made in last meeting.

Discussion: none.

Motion Approved

XX. Bradley's Future, Demographics and Retention Challenges and their impact going forward (President's email of Oct 2, 2018, [attached](#))

Senate President Fakheri: Please share ideas. It is important for faculty to be involved in decisions about how to proceed. Focus on substance not form, not savings but instead growth. It is hoped the enrollment decline is an anomaly, but demographic trends are not favorable, so a productive conversation is hoped for.

President Roberts: Wants his comments to be "just right" – no need to panic, but awareness is needed so we don't have later pain.

Demographic shifts were expected and were addressed with the Board of Trustees last summer in August retreat. 10-12 years from now there will likely be 25% fewer High School grads. Add in income disparity issues and one can see that a growing number will not be able to pay. There is overcapacity in this 'industry' so competition will be cutthroat. Cost to educate keeps going up. Costs for technology and for security, both on-campus and cyber, are rising, as are health insurance, marketing, counseling, and costs to provide academic support (especially in STEM).

This semester's drop in all categories of students except online graduate courses makes the expected future impacts more urgent.

President Roberts is working on his proposal for Board for meeting in late October. The Board will want a plan. He wants to continue to fund salary initiative.

He seeks faculty suggestions and cooperation on the following:

- We need to be attractive to the market with new programs (convergence); we need program review (being done by SPC);
- We need to review our cost structure –we've to get faculty input – need Strategic Plan criteria from the in-progress "program prioritization" plan to base any assessment. Once we get the data, then we need to figure out how to allocate.
- We need new programs.
- Regarding retention: Nathan Thomas and Walter Zakahi are studying the situation by reviewing demographics, finances, GPA of those students who leave Bradley to determine who didn't come back and why. Faculty have to be involved to help retention.
- We need new revenue streams. Nursing and Counseling matters are doing well. EDD program online for next year for principals and superintendents will complement current online programs.
- More online courses and effective use of online education.
- New marketing plans.

- Some think we should take stuff out of endowment to pay for new dorms and student area.

Senator Bukowski raised six points of concern/questions regarding short term enrollment issues:

1. What will be done to improve forecasting, or to delay budgeting?
2. What is the data you will be evaluating to assess the shortfall? What metrics were used to articulate causes and strategy. What's the cause of the melt, and what trends are exit questionnaires revealing?
3. What kind of reach out to similar schools is being done to see if this is a result shared by other schools or particular to Bradley?
4. What is the empirical basis for the 6 areas of change highlighted in the [President's] email?
5. Regarding the Board of Trustees –They want urgent changes, but who holds them responsible? What data are they using? Who holds them accountable?
6. At same time we are looking at allocation issues, and cost structure is discussed for academic operations, what is being discussed for athletics?

President Roberts focused on the following as he replied:

Board of Trustees: the marketplace holds the Trustees responsible. They are the University's owners. They are thoughtful and diverse as problem solvers.

Athletics: he doesn't want to cut *anything* right now. However, among similar institutions we've got one of the leanest budgets – bottom 10th percentile so there is not room to cut and Board is not willing to discuss this; in fact, some Trustees think we should use endowment to build more athletic facilities and to market athletics more, etc. It is counterproductive to cut an already lean program.

Data: Administrative Council spent an hour with data pulled by Nathan Thomas regarding demographics, GPA, college by college trends – in short, they're considering many angles.

Senator Bukowski asked if the budget was done more conservatively in the past?

President Roberts explained the budgeting process was within normal parameters. There was aberrational behavior shown by students with deposits in April, May, and June. The budget is set annually in April because it must be ready for board approval at their May meeting to meet the June start of our fiscal year.

Senator Leach voiced concerns about the Board's desire to act fast (per President's email), whereas academia moves slow. In addition, she encouraged consideration of other influences, including safety concerns, the Illinois State University system's restored budget, the implementation of our Core, or other factors. She encouraged review of other schools and to proceed thoughtfully.

President Roberts acknowledged that there could be lots of factors, but stated that the Board will want us to *use* this to create a sense of urgency. He thinks Board will allow leeway to take action.

Senator Leach observed that we are already doing a lot of this in the Strategic Plan.

Senator Greene raised questions about how the convergence center will impact our operating budget and about the how the distribution of our endowment (which is 2/3 in equities) will impact us if the market sees trouble. He also raised questions about whether our debt is fixed rate or included balloons.

President Roberts replied that a lower percentage of our endowment is in equities than most institutions, that we have a pretty large cash investment and that we leave endowment management to professionals, with oversight from the board's committee. Most of our debt is fixed, but there are several different bond issuances with different terms. Variable rate debt includes swap contracts that limit risk.

Senator Greene asked how long the 20% cut in faculty over time projected in the President's email will take.

President Roberts replied that we may not even have to reduce faculty. But we will have to grow student-faculty ratio – to 15 to 1. Currently the strategy is to take a second look at open positions to delay those that are not critical.

Senator Greene asked if this is a good time for a capital campaign.

President Roberts responded that initiatives focused on strategic objectives are possible, but the time is not right for a campaign.

Senator Leach asked for clarification on status of current searches.

Provost Zakahi replied that that answer needed to wait till after the Board meeting.

Ed Lamoreaux suggested a focus on the IT infrastructure for online course delivery.

President Roberts replied that Pearson currently supplies our technical infrastructure and nationwide marketing, but administration is also looking at more regional marketing issues.

Senator Smith stated that the average student has changed, but we resist changing the way we interact with and advise students which will hurt us.

Senator Bukowski stated that experience in LAS is the opposite.

President Roberts agreed that traditional student is decreasing, but don't abandon what has worked.

Senator Leach spoke about resisting the consumer model, and providing what students need to become good leaders and citizens.

Senator Frazier offered the example that dorm rooms that force students to interact help retention although the students prefer individual rooms.

Senator Goitien asked for information so colleges and departments can figure out how to retain students and advises promoting our strengths such as a nice liberal arts program and good professional programs.

President Roberts thanked all for comments.

XXI. New Business

XXII. Adjournment

Meeting was adjourned at 5 05.

CONSENT AGENDA

A. SENATE COMMITTEE ON CURRICULUM AND REGULATIONS

No Report

From: **Office of the President** president@fsmail.bradley.edu
Subject: **Bradley's Future**
Date: **October 2, 2018 at 3:34 PM**
To: undisclosed-recipients,
Bcc: employees@fsmail.bradley.edu



Dear Colleagues,

I apologize for the length of this email, but I believe it is important for me to bring our campus community up to speed on the health and financial condition of the University so that we can all understand the challenges facing us and commit ourselves to working together to chart a course forward.

Last week we received the final enrollment numbers for this semester. They were unexpectedly low in every student category except for our on-line graduate programs in Nursing and Physical Therapy. All total, this fall we have enrolled 243 fewer students than we conservatively budgeted for (or so we thought), which translates into between a \$3.8 and \$5.0 million revenue shortfall. This means that if all other variables remain as predicted through the spring semester, we will operate the 2018-19 fiscal year at an operating deficit of between \$4.5 and \$5.7 million.

This is surprising, disappointing, and disturbing. In the nearly three years that I have been in this position, things seemed uniformly to be moving in a positive and predictable direction except for the enrollment of on-campus graduate students. I had confidence that we were on the right track, saw the light at the end of the tunnel, and had the general contours of a plan that would position Bradley for success for the indefinite future. These "out of the blue" enrollment shortfalls have shaken that confidence.

To give you a sense of the breadth of the problem, here are the various student categories and the enrollment shortfall from budgeted numbers in each:

Undergraduate Freshman Class - Budgeted # 1,120; Actual 1,090, **Shortfall 30**.

New Transfer Students - Budgeted # 210; Actual 195, **Shortfall 15**.

Freshmen-Sophomore Retainers - Budgeted # 1,100; Actual 1,037, **Shortfall 63**.

Upperclass Retainers - Budgeted # 3,258; Actual 3,177, **Shortfall 81** (first time ever for this problem)

On-Campus Graduate Students - Budgeted # 442; Actual 379, **Shortfall 63**

The one bright spot was our on-line graduate students where we budgeted for 850 but have an actual enrollment of 897, for a surplus of 47, but many of these students are taking less than a full-credit load so the financial benefit is less than for that of a full-time student.

Because the problem created by these numbers cuts across all categories of on-campus students, we cannot easily determine what has caused this surprising decline. This is especially true for the 81-student shortfall in juniors and seniors that as far as we know has never occurred before in Bradley's history. The highly publicized murder of our freshman student in April certainly contributed, but there is no way to determine by how much, and it is almost certain that it cannot explain even most of the shortfall, especially for graduate students. We will expeditiously and thoroughly drill down into the data to identify contributing factors, but in the end it will probably not be possible to be certain of anything.

At the End of Summer Assembly, I outlined the significant demographic, economic, political, and cost trends that are facing all of higher education over the next decade. My message then in late August was that although we are not in a crisis and there is no need to panic, we have to recognize that our current business model is not sustainable long-term and we must all start to think about how we can make changes to that model to allow Bradley to survive and thrive. It seems clear to me now, based on our disturbing enrollment numbers, that the forces I described in August are coming faster than any of us expected. We are operating in an industry that has serious and growing overcapacity (a declining college-age population and increasing inability of most families to pay for higher education), rapidly escalating costs (for technology, physical and cyber-security, health insurance, legal requirements, recruiting, and others), and is exhibiting increasingly cutthroat competition for students.

While I still do not believe we are in an imminent crisis or that we need to panic or take a meat-axe to our programs or workforce, we

must have a far greater sense of urgency about adapting to the new environment than I thought was necessary only two months ago. Failure to front-burner efforts to embrace new approaches to our business model will soon produce a serious crisis that will require us to take drastic and painful measures that none of us wants to contemplate.

I do not want Bradley to go down the path of imposing draconian measures determined by senior administrators. The process of change will be much more effective if it is determined and implemented by everyone working together. It is particularly important that the faculty be integrally involved in making and implementing critical decisions. However, we cannot afford to allow the notoriously cumbersome and slow academic culture to block or impede us from moving forward. Failure on our part to act now is not acceptable – it's not acceptable to me, to our Board of Trustees, to our supporters, to our creditors, to our credit-rating agency (Standard & Poor's), or to the marketplace. I believe that everyone just noted has some trust and patience with us, but their tolerance will quickly run thin if we do not adopt and follow an urgent plan that sets performance objectives and benchmarks.

While the details have to be worked out through a deliberative and collaborative process, there are some general categories of change that must be seriously considered and pursued. Among them are the following:

1. **Increase interdisciplinary and experiential learning courses and programs.** Employers are adamant that graduates must be prepared to thrive in a complex, high-tech workforce from the day they graduate, which means we have to provide the kind of innovative learning that instills the full range of necessary knowledge and skills. Continuing to teach primarily in silos using primarily traditional methods will be increasingly less attractive to future students. Dr. Bill McDowell has recently been named the Special Assistant to the Provost for Convergence Activities and tasked with identifying barriers to more effective interdisciplinary programming and with implementing steps to incentivize more "convergence."

2. **Increase significantly the use of technology-assisted delivery methods.** Adopting new on-line graduate programs in areas for which there is substantial demand can create critical new revenue streams. Utilizing on-line delivery for entire or hybrid undergraduate courses as part of our on-campus programs will make those programs more attractive and accessible to many students. Utilizing interactive technology in classrooms can make instruction more effective.

3. **Review and adjust resource allocations toward more effective programs.** Our current 12-1 student-faculty ratio is probably not sustainable – we will undoubtedly need to shrink the faculty, hopefully through attrition over time, to a 15-1 ratio, which is where most of our peer institutions are. Thus, in determining which programs and departments should shrink (or perhaps grow) we must rely on the results of the program prioritization analysis that we have just begun, the criteria for which will be developed in collaborative discussions in the Strategic Planning Committee and elsewhere.

4. **Review and adjust our cost structure.** There are lots of areas where we could consider adjustments. We should ask and answer questions like: Are we optimally structured with our five colleges, 32 departments, and a graduate school; are our administrative departments optimally organized; could our two-semester, 15-credits-per-semester model be sensibly adjusted; is the assumed four-year path-to-graduation model ideal? We should also try to identify any ways in which additional investment in people, programs, or software might produce greater efficiencies in the long-run.

5. **Identify and adopt new profitable programs.** We need to explore possible new degree and non-degree academic (or appropriate non-academic) programs that will fill market needs and generate positive net revenue. (This includes on-line graduate programs – see #2 above.)

6. **Focus attention and resources on student retention.** The biggest and most concerning aspect of the current enrollment shortfall was the dramatic and unprecedented student attrition that occurred at all grade levels. The just over 82% freshman-to-sophomore retention rate and the 81-student shortfall in the junior and senior classes were shocking and, if not corrected, would create an almost insurmountable financial challenge. We will try to analyze the data and figure out what factors contributed to so many of our students not returning this year so that we can focus on fixing them. To what extent were the issues academic, financial, safety-related, cultural, or other? But regardless, as the population of students that we will enroll inevitably comes to us increasingly underprepared academically for the desired majors and increasingly must struggle to cover the cost of their education, we need to focus on addressing the special challenges that today's students face so that they can stay at Bradley and graduate. The newly established Academic Support Center and the EAB advising software that will finally be implemented this year to help faculty advisors guide their advisees presumably will help, but they are not enough. We need to create a process whereby we put our heads together to figure out what we can do to prevent students from feeling they need to follow a different path.

There are no doubt other steps as well that can be taken to position Bradley better for the future. Thoughts and ideas are welcome

There are no doubt other steps as well that can be taken to position Bradley better for the future. Thoughts and ideas are welcome and should be explored, no matter how "outside the box" they may seem.

Bradley University is a great institution, with a great history, a great mission, and a great faculty and staff dedicated to fulfilling that mission and to meeting their responsibilities to our students. The huge pace of change in our world brought about by technology, globalization, economic shifts, and changing demographics is posing potentially fatal challenges to the vast majority of colleges and universities, and Bradley is not immune from these threats. It is imperative that everyone in the Bradley community becomes laser focused on identifying the ways we can adapt to the new environment and then recommits to doing what's necessary. We really have no other choice.

Thanks to all of you for the great work you do for my alma mater!

Gary

Gary R. Roberts, President & Professor

Bradley University

1501 W. Bradley Avenue

Peoria, IL 61625

(309) 677-3167 (office)

(309) 677-3230 (fax)

groberts@fsmail.bradley.edu



CONSENT AGENDA

B. SENATE COMMITTEE ON CURRICULUM AND REGULATIONS

- **Concentration Additions**
- **Concentration Modifications**
- **Course Additions**
 - 173075 WLC WLL 101 Elementary Foreign Language 1
 - 169675 M E M E 568 Motion planning
 - 163252 WLC WLG 352 Deutsches Kino
 - 163208 WLC WLT 152 German Cinema
- **Course Deletions**
- **Course Modifications**
 - 174047 WLC WLS 304 Conversation [Changes: Desc]
 - 173527 FCS FCS 699 Thesis Research [Changes: Hours, PreReq]
 - 173057 ATG ATG 457 Auditing [Changes: PreReq]
 - 173053 ATG ATG 201 Accounting Principles-Accounting Techniques [Changes: Desc, PreReq]
 - 172093 ECO ECO 319 Introduction to Econometrics [Changes: PreReq]
 - 171533 IME IMT 446 Computer Aided Manufacturing and Automation [Changes: Title, PreReq]
 - 171530 IME IMT 346 Electricity & Automation [Changes: Title, Desc, PreReq]
 - 170386 LAS LAS 125 Global Topics in Liberal Arts and Sciences [Changes: PreReq]
 - 169035 NUR NUR 203 Fundamentals of Nursing – Practicum [Changes: PreReq]
 - 169034 NUR NUR 200 Fundamentals of Nursing- Theory [Changes: PreReq]
 - 159454 MTN OCP 388 Clinical Practicum [Changes: Title, Desc]
- **Major Deletions**
- **Major Modifications**
- **Minor Addition**
- **Minor Modifications**
 - 168650 HIS History
- **Program Modifications**
 - 174478 C E Construction

171499 NUR Doctor of Nursing Practice Family Nurse Practitioner (DNP,FNP)
166976 ENC Principal Licensure
159451 MTN Medical Laboratory Science

- **Major Addition**

174492 I M Interactive Media Unclassified